C-A OPERATIONS PROCEDURES MANUAL

1.28 Collider-Accelerator Department Policy and Procedure for Hiring New Employees

Text Pages 2 through 7

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Collider-Accelerator Department Chairman   Date

E. Lessard, J. Tuozzolo

1.28   Collider Accelerator Department Policy and Procedure for Hiring New Employees

1.   Purpose

1.1   This policy and procedure defines the process at Collider-Accelerator Department (C-AD) for hiring new employees who meet senior management's expectations.

1.2   C-AD Policy - In support of the Laboratory's broad mission of providing excellent science and advanced technology in a safe, environmentally responsible manner, the C-AD is committed to the practice of hiring new employees who will strive to achieve excellence in environmental responsibility and safety.

1.3   Laboratory Policy - Laboratory job vacancies are established through a formal managerial and budgetary approval process that must be completed prior to the initiation of placement procedures.   See the BNL Human Resources Employment Subject Area.   A group supervisor who needs additional staffing to fulfill new program requirements or to fill a vacant position must pass the requirement through their chain of command to the C-A Department Chairman.   After approval, the documentation required as outlined in the Employment Subject Area must be forwarded to the Department Office for preparation and approval of the Request of Personnel.

Note 1:

It is important that the hiring supervisor properly document the hiring process as it proceeds from job description, through resume reviews, through interviews, to the final candidate decision. This documentation may contain sensitive information so it should be kept in a secure location and should be turned over to the Department office at the end of the process.

1.4   Candidates for placement in a job vacancy are considered on a competitive basis. The Laboratory's placement policy is to select the best-qualified candidate, based upon training, experience, and other job-related criteria as measured against the demonstrable requirements of the available job.

1.5   The Laboratory subscribes to the Equal Employment Opportunity Laws and strives to maintain a diverse work place.   In accordance with this diversity goal, employment decisions involving hiring will be based on qualifications, education, and work experience regardless of an individual's race, color, religion, gender, national origin, marital status, sexual orientation, citizenship, age, disability, veteran status, or any other characteristic protected by law or executive order.

Note 2:

To help document and support the C-AD's effort to maintain a diverse workplace, A member of the C-AD's Equal Opportunity Committee (EOC) may take part in the interview process at the discretion of the hiring supervisor/chair of the interview committee for the open position. The EOC will be informed of a pending interview by C-AD Department Secretary or Interview Committee Chair. The EOC will designate a representative member with the expertise in the given field of the position for which the interview is being conducted. The representative from the EOC will meet with the hiring supervisor to determine whether the EOC member will participate and to define how they will participate. In many cases a member of the EOC will have been naturally selected to the interview committee and further EOC membership will not be warranted.

1.6   This procedure provides guidance in the form of example questions for interview committees in formulating their own questions for candidates.

Note 3:

It is intended that the Interview Committee determine beforehand a set of questions to ask all the candidates. This will make it easier to obtain information and to make a fair comparison in deciding the best candidate for the position. It will help guide the Interview Committee to rely on specific reasons as opposed to soft skills ("gut feeling"). Additionally, by writing down the questions and sticking to the same format at all interviews for the position, you reduce the risk that a rejected candidate will later complain about unequal treatment. It is also smart to summarize the candidate's answers for your files -- but do not get so involved in documenting the interview that you forget to listen closely to the candidate. Do not be so locked-in to your list of questions that you do not follow up on something significant that a candidate has said. It is important that you try to pin down ambiguous or evasive responses.

Note 4:

The Interview Committee may need to explore an answer to a standard question or a resume specific question. *What is important is that the exploration questions be documented and then later evaluated by the Interview Committee as to whether those questions could have been asked of candidates that were previously interviewed or be asked of candidates to be interviewed.* This will help ensure a robust process and fair comparisons. Use Attachment 8.4 to record comments.

2.   **Responsibilities**

2.1   Department Chair
   2.1.1   Review the need and approve the requisition for a new employee
   2.1.2   Appoint Interview Committee Chair and its members

2.2   Hiring Supervisor
   2.2.1   Determine the need for new staffing and inform management of this need.

   2.2.2   Prepare job documentation in accordance with the BNL Human Resources

<u>Employment Subject Area</u> and send it to the Department office for approval.

2.2.3 Meet with the HR Employment Representative, review job posting and recommend additional areas for advertising. C-AD must pay any advertising fees from newspapers, websites, or journals.

2.2.4 Review resume's provided by HR and maintain documentation for resumes that were accepted or rejected with specific reasons and concerns.

2.2.5 Participate as an Interview Committee member or as Interview Committee Chair.

Note 1:

It is recommended that a telephone interview be held with prospective candidates prior to making arrangements to bring them to the Laboratory. This can save travel costs and C-AD manpower. The telephone interview must follow the same rules as an in house interview. There must be a standard set of questions for each candidate and their responses. The hiring supervisor or a designee of the interview committee chairman can do the interview but reasons for acceptance or rejection must be documented.

Note 2:

The C-AD Division Heads and Chief Engineers should be consulted when populating the interview committee. Attention to future needs of C-AD may result in a candidate that is not qualified for this position being suitable for another position in C-AD. Other group leaders may serve on the interview committee but the hiring supervisor has first priority in hiring a candidate. Senior members of the work group and customers; for example, engineers who work with technicians in the group, should be considered for the committee.

2.3 Interview Committee Chair

2.3.1 Review the Human Resources <u>Employment Subject Area</u> requirements.

2.3.2 Choose members of the interview committee and determine the role of the EOC Representative in the interview process.

2.3.3 Meet with the Interview Committee members and hiring supervisor.

2.3.4 Document the agreed upon set of interview questions for both the telephone and on-site interview. For those members who have not taken the BNL interview training, there should be a review of appropriate and inappropriate questioning and discussion.

2.3.5 Determine the interview format. A combination of group interviews and individual interviews can be used. A tour of the facility or work area may be appropriate provided it can be done safely.

2.3.6 Review resumes and resume documentation provided by the hiring supervisor.

2.3.7 Document the evaluation method.

2.3.8 Coordinate the meetings between the Interview Committee and candidates.

2.3.9 Document the decision of the Interview Committee.

> **Note :**
> At BNL, employment may be a lifetime decision for both parties. Failure to hire the correct employee is costly in lost wages from the failed employee and from their co-workers and supervisors. At least 4 hours should be assigned for interviews for a full time position. For extended contact time, lunch at the BNL cafeteria can also be provided to the candidate to provide a more relaxed setting for discussion. It is important to note that during this type of discussion, it is BNL policy to have the interviewer(s) pay for their own lunch.

2.4   Interview Committee Members
  2.4.1   Establish set of interview questions
  2.4.2   Establish questioning and evaluation method
  2.4.3   Record evaluation on Attachment 8.4, C-AD Interview Comments

2.5   EOC Representative
  2.5.1   Take part in the interview process at the request of the Hiring Supervisor/Chair of the Interview Committee

2.6   See Attachment 8.3 for specific names of responsible personnel.

3.   Prerequisites

3.1   The chair of the interview committee must have completed BNL's course titled "Introduction to EEO/Affirmative Action and Diversity Management" (PE-PE119S).

3.2   At least two members of the Interview Committee shall have expertise in the given field of the position for which the interview is being conducted.

4.   Precautions

None

5.   Procedure

5.1   The Interview Committee shall meet and determine the questions to be asked of each candidate.

> **Note:**
> Safety can be enhanced by hiring people with good safety values and attitudes. Bad habits once learned may be hard to change.

5.2   The Interview Committee shall incorporate enough questions, similar to those from Attachment 8.1, to help determine the following:

  5.2.1   For each candidate, knowledge of safety.

  5.2.2   For each candidate, attitude towards safety.

> **Note:**
> The level of human performance at BNL can be enhanced by hiring people who are in complete control of themselves, people who are able to think creatively and to implement their ideas at the same time, and stay loose enough to anticipate whatever is lurking behind the next hill. *A variety of studies have shown that job interviews in which candidates describe specific examples of their skills are highly effective in predicting a candidate's future performance.*

     5.2.3   The Interview Committee shall incorporate enough questions, similar to those from Attachment 8.1, that help determine how the candidates rate in the following skills:

        5.2.3.1   Listening
        5.2.3.2   Cooperating
        5.2.3.3   Helping
        5.2.3.4   Transmitting Information
        5.2.3.5   Creating
        5.2.3.6   Implementing
        5.2.3.7   Learning
        5.2.3.8   Leading
        5.2.3.9   Following
        5.2.3.10   Pretending (undesirable skill)

     5.2.4   The Interview Committee shall incorporate enough questions that help determine the candidate's expertise in the given field of the position.

  5.3   Prior to arranging for interviews, the Interview Committee members should review Attachment 8.2 "How to Conduct a Job Interview."

  5.4   The Interview Committee shall meet and determine the interview technique.

     5.4.1   If a group interview style is chosen, then the Interview Committee should distribute the questions among the members.

     5.4.2   If a one-on-one style is chosen, be sure all interviewers ask the complete list of questions to each candidate.

> **Note:**
> A technique that is sometimes used is a simulation that gauges specific job-related abilities and skills. Simulations can be used not only to measure job knowledge and abilities, but also how well a candidate's motivations match up with BNL's culture.

  5.5   Allow enough time in the interview process to accommodate fairly each candidates schedule.

5.6 At the completion of the interview process, meet and rank the candidates. Use Attachment 8.4 to record comments during the interview.

5.7 Inform the C-A Department Chair regarding the Interview Committee's top choice.

6. **Documentation**

6.1 Destroy copies of personally protected information about the candidates after the interview process is completed, or return this information to the Interview Committee Chair.

7. **References**

7.1 None

8. **Attachments**

8.1 Suggested Questions for Interview Committee

8.2 "How to Conduct a Job Interview" by Brian Libby

8.3 C-AD Interview Setup Process

8.4 C-AD Interview Comments

Attachment 8.1 Suggested Questions for Interview Committee

<u>Suggested Human Resources Related Questions</u>

1. Tell me about a time you had to make a quick decision that you were proud of.

2. Tell me about a goal you set in the past and how successful you were at accomplishing it.

3. You've heard the expression "being able to roll with the punches." Tell me about a time when you had to do that when you had to deal with a difficult person.

4. When you had a job to do that was particularly uninteresting, how did you deal with it?

5. What experience have you had with a miscommunication with a customer or fellow employee, and how did you solve that problem?

6. Tell me about a time when an upper level decision or a policy change held your work up, and how did you respond to that?

7. Tell me about a time when you weren't successful in dealing with a tough decision you had to make.

8. Describe a time when you had to communicate some unpleasant feelings with a manager. What did you do?

9. Tell me about a time you didn't communicate something unpleasant, but should have.

10. What was one obstacle you had to overcome in your last job, and how did you do it?

11. Describe an obstacle in your last job you were not able to overcome.

12. Describe a time when you worked on a project with a limited time frame.

13. Describe a time when you had to handle a complex situation with many variables.

14. Tell me about a project you led where the most significant obstructions came from your management.

15. Tell me about a project where the client tried to control the work.

16. Give me an example of a time you had to create a policy for your organization.

17. Give me an example of a time where you worked on a long-range project with a nebulous outcome.

18. Tell me about a time when you had to deal with a difficult customer.

19. Describe a time when you disagreed with how something was done.

20. Can you give me an example of a time when you had to make a quick decision without asking anyone else?

21. Tell me about a time when you had to give an oral presentation to get a point across or demonstrate to someone you did something, learned something, or had to educate that person?

22. Tell me about at time when you had a problem with some piece of equipment that did not work. How did you go about figuring out what was wrong?

23. Tell me about a situation where you were given a job but did not have all the skills required to do the job. How did you handle it?

24. Tell me about a situation that demonstrates your ability to learn quickly.

25. Tell me about a situation where you did not meet a deadline – how did you handle it?

26. Tell me about a situation where you were given instructions to do a job and later the instructions were changed? How did you handle it?

27. Tell me about a situation where you did not follow "procedure" or standard practice to achieve a goal.

28. Tell me about a situation where you were held responsible for information or knowledge that was not explained to you – how did you handle it?

29. Tell me about a situation where you were a team member and a critical outcome depended on the performance of the team. One or more team members did not share the load -- how did you handle it? One team member (not you) was stronger than the others. How did you handle it?

30. Give me examples of a situation(s) where you had to work long hours to achieve a goal. How did you handle it?

31. Tell me about times on the job when you were not busy. How did you utilize the time?

32. Give me a work or project related example to support the statement "I thrive in a structured/informal (choose one) environment."

Suggested ESH Related Questions

1. To what extent do you believe that all injuries can be prevented?

2. To what extent do you believe all spills can be prevented?

3. What is your view of your prior employer's commitment to safety and environmental protection?

4. To what extent should line managers and supervisors be held accountable for injuries or spills in their area? Should performance have a direct effect on their performance rating and pay?

5. Did your former organization have a set of principles to guide safety and/or environmental protection?

6. Do you feel they had much of an influence on the way you did business?

7. What is the ultimate level of safety that one can get to? How do you think a drive for excellence in safety (strong, long-term effort) would impact schedule, costs, output, and maintenance?

8. At what level of safety performance do you think the effort to improve safety starts to cost more than it yields in economic benefits?

9. Do you think regular (weekly) safety meetings/discussions would be effective in reducing injuries or spills? Why?

10. Should disciplinary action be used for ESH infractions?

11. To what extent do you feel injuries, ESH incidents, near misses and the like be investigated, reported and action taken?

12. Should ESH audits check the participation of workers in following the rules in addition to the physical conditions of the plant?

13. Do you feel audits should be left to a cadre of trained specialists or should workers participate?

14. To what extent do you feel ESH achievements be recognized and celebrated? Explain your approach.

15. How do you rate the condition of physical facilities at your former employer? What do you think management should have done about it? Why?

16. Do you feel individuals and groups should have safety and environmental protection goals?

17. What do you think of training given by your former employer?

18. How do you rate the effectiveness of the safety model in the organization you come from? (safety committees, risk assessments, training, procedures, line accountability, management commitment, worker involvement in ESH)

19. Should ESH specialists concentrate on facilitating the involvement of managers, supervisors and workers in safety, or should they take responsibility for managing ESH or accountability for results?

Attachment 8.2 "How to Conduct a Job Interview" by Brian Libby

(http://www.bnet.com/)

Got a key position to fill? Hiring good employees is the foundation of any successful business. But selecting the right ones is hard work, and the interview process is often the most important step in the process. Here's how to figure out if the candidate sitting across from you is likely to become your next Employee of the Month.

Things you will need:

- None—unless it's offsite, in which case the employer picks up any tab.
- Figure at least 45 minutes per interview.
- A clean, well-lighted place: Windowless conference rooms don't foster honest dialogue.
- Consider meeting in your own office or at an off-site coffee shop.
- Multiple interviewers: Several members of your team should meet key hires. The more perspective you get on the candidate, the smarter your decision will be.
- Note-taking materials: It could be a pen and paper or a laptop and digital recorder, but don't rely on memory alone to track responses.
- A plan: Know the order in which you'll proceed with questions and how they'll be divided up among team members.

Do Your Homework Beforehand

Goal: Minimize the back-story and maximize the time you spend with the candidate.

Going into an interview, each interviewer should have already studied a dossier on the person they're about to meet face to face. At the very least, become familiar enough with his or her resume, cover letter, or other submitted materials so you don't waste the first half of the interview re-learning basic biographical information.

Make sure you have the information you need to get a sense of what each candidate is all about—and what they might bring to the position—before you conduct the actual interview. Google, a company that prides itself on its creative approach to the hiring process, uses tailored questionnaires that candidates answer online. Given that it's a tech company, many of the questions are, well, technical. One candidate was asked to design a system that would produce a report of the top 1 million Google search requests— using only custom-written applications and free open-source software. Other Google questions seek out extracurricular experience: answers have included accounts of climbing mountains and writing novels. "If we find individuals who have done interesting things, they seem to make a better connection with the community here," says Google staffing director Arnnon Geshuri.

Increasingly, blogs and websites like MySpace and Facebook are making it easy to learn a wealth of personal information about people, even though those sites were not posted with you in mind—and may have no bearing whatsoever on a candidate's job fitness. "We regard that as a personal thing, and we don't seek it out," says General Electric recruitment manager Steve Canale. "But I tell my children, 'Don't put anything out there you don't want everybody to be able to see.'" Candidates who learn that their personal websites have been weighed along with their resume may be angered by the invasion of privacy and the irrelevance to the job. An honorable rule of thumb is to ask in advance if the candidate has any online presence they'd like you to check out.

Danger! Danger! Danger!

Keeping It Legal

The interview process is subject to numerous employment laws designed to protect applicants' privacy and ensure them a fair shot in the selection process. Employers cannot ask questions about religion, national origin, age, height, weight, marital status, disability, or gender unless they represent genuine qualifications essential to the operation of the business. (For example: a church can ask potential ministers about their religious background; a contracting firm can ask if candidates are physically able to perform certain tasks.)

No one should be required to provide personal information, and some in the employment field recommend keeping the interview process tied strictly to job relevance. If asking about off-hours pursuits, say so in an open-ended way, such as, "We're seeking well-rounded, passionate people. Is that how you'd characterize yourself?"

Beware the Three-minute Judgment

Goal: Choose the best person for the job—not your new best friend.

It's human nature to base your opinion about a candidate on the gut feeling you develop during the first few minutes of the interview. To some extent, that tendency can be harnessed as a kind of intrinsic sixth sense. But have faith in the process as a whole. Many of the best employees might not make a great first impression, but their talent reveals itself more and more over time.

"When I've done training for interviewing, I've noticed that people fantasize about the concept of having a buzzer under the desk that you could push to say, 'No thank you,'" says industrial psychologist Charles Handler of Rocket-Hire.com, a firm that advises companies on their hiring

processes. "But you need to think, before you hit that imaginary buzzer, why do you want to hit it? You have to suspend judgment and think about collecting data that will help you make a good decision in the end."

Handler adds that for the most part, people want to hire people like themselves. "The key is reducing subjectivity and making the process more job related," he says. Remember: you want to create a team with a true diversity of personalities, perspectives, and talents. That's crucial to keep in mind when biographical details related to hobbies, cultural tastes, and other outside pursuits come up. If you're too easily swayed by your shared passion for Harry Potter books or old David Bowie albums, you're not going to focus properly on concrete, practical information about aptitude and suitability. For a more detailed discussion of how not to conduct a job interview, read about the ["10 Mistakes Managers Make During Job Interviews."](#)

Case Study: The Anthropologist in You

Despite having been founded only a few years ago, the New Seasons grocery chain in Portland, Oregon, has nine stores and is continuing to grow quickly. The company focuses on organic produce and products geared toward sustainable living, and it's often praised for the conspicuous good cheer of its employees—it's the kind of attitude you just can't fake with a robotic smile and generic "Have a nice day." Head recruiter Bill Tolbert is trained as a cultural anthropologist, and he says the key is to look for people who want to be there. So when conducting interviews, he works hard to form a sense of candidates' lives, their personalities, what matters to them, and how the company fits into that picture.

"I don't see it as an interview so much as a conversation," he says. "I steer away from conventional questions and open up the floor. I just want them to talk about things they're interested in and what they love to do. It could be snowboarding, going to museums—anything. I listen not to what they're saying but to the message behind it."

Tolbert recommends taking notice of the attitude a perspective employee shows in talking about his or her favorite pursuits, be they career, hobby, or something in between. How does the job they're seeking fit? Does their attitude change when the subject comes back to the job? For some, there is an even-keel attitude that traverses work and play. For others, work is a waiting game until it's time to clock out. Tolbert says he looks for someone who has a vibrant, balanced life outside work but doesn't put a mental fence between work and play. "We can teach people to a large degree," Tolbert says. "But what you can't do is change a person."

Ask Plenty of Behavioral Questions

Goal: Keep the interview rooted in practical, job-related skills and information.

Behavioral questions require candidates to give examples from their past experience and describe how they used specific skills that are relevant to the job. They're a great opportunity for candidates to demonstrate leadership or other desirable kinds of performance. An applicant may make statements like, "I deliver great customer service," but that's meaningless unless they can provide a concrete example showing how they walked the talk.

A good interviewer should be able to sift through the information a candidate provides to see what it really says about experience and ability. For example, anecdotes should show balance in a candidate's sense of his own importance. "A candidate shouldn't try to take all the credit for work done in a team," says Brant Williams, recruiting coordinator for Adidas America. "Instead, you want them to clearly identify what their role was and how they contributed to the team outcome." Dissecting the meaning of what's said will require close attention, so write down any responses that give you pause, as well as the good ones.

Hot Tip

Sample Behavior-Based Questions

- If you're looking for leadership: "Tell me about a time when you accomplished something significant that wouldn't have happened if you hadn't been there to make it happen."
- If you're looking for communication: "Describe a situation where you persuaded team members to do things your way. What was the effect?"
- If you're looking for customer service: "Tell me about a time when you had to deal with an irate customer."

From "Fifty Behavior Based Interview Questions"

Throw 'Em a Curveball

GOAL: Get candidates to think on their feet.

Although the majority of the interview should be practical, throwing a more abstract question with no right or wrong answer into the mix can shed light on a candidate's reasoning power, outlook, and comfort in negotiating ambiguity. Asked why the sky is blue, a strong candidate might pontificate about the science of climate and atmosphere or its more conceptual impact on people, culture, and art. "You want people who think differently from each other," says Scott

Pitasky, general manager of recruiting for Microsoft. "Otherwise you'll end up with a group of very talented people who always come up with the same answer as each other." Such questions can also be a measure of attitude. If a candidate rolls her eyes and shrugs, she may balk at more important tasks, as well.

For Example

Why Microsoft Loves Manholes

One of Microsoft's abstract questions of choice has long been, "Why are manhole covers round?" One longtime employee, Brian Groth, has posted a list of his favorite answers on his blog:

- Because the hole is round (duh!)
- Because animals dig round holes, so it feels natural to humans, too.
- Because a circle offsets the straight lines of a city.
- Because it's easier to roll the cover some distance than carry it.
- Because it won't fall into the hole—but, the same is true for an equilateral triangle.
- Because it is easier to pour hot metal into a circular mold than one with sharp corners.

Maintain Consistency Across the Process

GOAL: Create a system for quantifying and analyzing the information you collect.

Philosophies about who to hire come and go: experience versus raw talent, leaderships versus team-players, personality tests and problem-solving scenarios versus traditional resumes and interviews. As with a stock portfolio, your best bet is to diversify. But once you've arrived at a set of questions to ask and qualities to look for, stick to your game plan. Using the same list of questions for all candidates helps create a structure for managing all the information provided in their responses. Just like on an episode of Iron Chef or Dance Fever, members of the interview team can then score candidates on each answer. Of course the job doesn't automatically have to be awarded to the highest scorer, but being able to compare parallel responses is a revealing measurement tool.

Technically Speaking

To Tape or Not To Tape?

Consider recording the interview. Using a video camera may intimidate the candidate or make

your company seem a little too much like Big Brother. But many companies, including Xerox and Verizon, are now conducting initial interviews by telephone, and this is a natural time to record the proceedings. The recorded audio provides a chance to revisit any answers you might have missed the first time. Or, for decision makers with a scheduling conflict, interviews can be conducted by someone else at the company and listened to later. Either way, give full disclosure by making sure the candidate is aware the interview is being recorded.

C-AD Interview Setup Process
In Support of C-AD OPM 1.28

1. **Hiring Supervisor** (or Interview Committee Chair) provides the following to Gladys Blas/Marion Heimerle:

   - Name of interview candidate.
   - Résumé of interview candidate.
   - Job Number.
   - Job Title.
   - Name of Human Resources contact (i.e., T. Buck, R. Morales, N. Sobrito).
   - List of Interview Committee Members.
   - Proposed date(s) of interview.

2. **Gladys Blas/Marion Heimerle**:

   - Sets up file for interview candidate.
   - Contacts Human Resources administrative assistant and provides information collected from the Hiring Supervisor.

3. **Human Resources**:

   - Contacts Hiring Supervisor for any additional information required.
   - Sets up interview date/schedule with interview candidate and Interview Committee Members via Outlook Meeting Scheduler. Body of meeting notice will contain the day's schedule. The entire time frame of schedule will be blocked for all interviewers, allowing for re-arrangements if necessary. Attaches the applicant's résumé and C-AD Interview Comments Form.
   - Informs Gladys Blas/Marion Heimerle of interview date/schedule via Outlook Meeting Scheduler (as "optional attendees").
   - Contacts Gladys Blas/Marion Heimerle concerning candidate's citizenship and/or travel issues.

4. **Gladys Blas/Marion Heimerle**:

   - Finalizes interview files (1 file travels with applicant on the interview day; 1 file is the "working" file).
   - Obtains Job Application from applicant on day of interview; includes in interview file that travels with applicant on the interview day.
   - Collects Interview Comments Form (Attachment 8.4) upon completion of interview.

Attachment 8.4

C-AD Interview Comments

Candidate's Name:

It would be helpful if you would write down (on this sheet) your impressions as soon after the interview as possible and return this form to Gladys Blas or Marion Heimerle.

Interviewer Name: _____   Date:_____

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Comments: